Newfoundland
Labrador

ANNUAL REPORT

PUBLIC SERVICE SECRETARIAT

2011-2012

Message from the Minister

September 28, 2012

Honourable Ross Wiseman, M.H.A.
Speaker of the House of Assembly
East Block, Confederation Building

Dear Mr. Speaker:

As Minister of Finance and President of Treasury Board, and Minister responsible for the newly created Human Resource Secretariat (HRS), I am pleased to present the accompanying annual report that outlines the 2011-12 accomplishments for the former Public Service Secretariat (PSS), as well as the progress it has made toward realizing its mission to support the enhancement of strategic human resource management within the provincial public service to deliver exceptional programs and services.

Activities in 2011-12 included updates to priority human resource information resources, programs and services to support government-wide workforce development such as enhanced access to data, options for learning and development, as well as updated and new HR policies and programs. For the remainder of the 2011-14 planning period, activities will be guided by an amended Business Plan that will reflect the new mission, goals and objectives of the newly created HRS.

As the Minister responsible for this entity and thus accountable for the results contained within this report, I am very proud of the PSS's work and would like to thank all of the employees for their commitment, professionalism and dedication. I congratulate them on their successes this year.

I am also proud to announce the beginning of a change that will see government's human resource management function merge into one entity, the HRS, that will focus on incorporating new and innovative ways to provide excellence in human resource management.

Sincerely,

Thomas W. Marshall, Q.C.
Minister of Finance and President of Treasury Board and
Minister Responsible for the Human Resource Secretariat

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INTRODUCTION

There were several key accomplishments in 2011-12 in terms of performance reporting for the PSS under the *Transparency and Accountability Act*, and especially in terms of its mission to support the human resource capacity within the core public service (CPS). The following report describes the progress made to achieve the goals and objectives set for 2011-12, as outlined in the PSS Business Plan 2011-14. As noted earlier, the remainder of the 2011-14 planning period will be guided by the amended business plan for the newly created Human Resource Secretariat.

The report has three main sections, as follows:

- Section I provides an Overview of the PSS as it existed during the reporting period, as well as the transition for the newly created HRS. It also includes shared commitments, and highlights and accomplishments for the 2011-12 reporting period.
- Section II contains the Report on Performance and comparative discussion of the outcomes of the PSS's indicators for 2011-12.
- Section III describes Future Opportunities and Challenges for the HRS, and presents the financial statements for the 2011-12 fiscal year.

Section III also provides a brief overview of some significant change that will be taking place as a result of the creation of the new HRS. The mandate of this entity will be to enhance human resource services within the provincial public service, and specifically to improve business processes, simplify access to HR services for employees, and to provide consistency in human resource service delivery.

The first stage of this change saw the transition of all employees of the PSS to the HRS in April 2012. Therefore, for the purposes of 2011-2012 reporting, this document focuses on the achievements of the PSS, leading up to the creation of the new HRS.

SECTION I

Overview of the Public Service Secretariat

Human resource (HR) management in the core public service has involved four key partners, as follows:

- Public Service Secretariat
- Public Service Commission
- Strategic Human Resource Management Divisions
- Departmental Executive and Management Teams

Within this partnership, the PSS has been responsible for setting the conditions of employment for all employees of the public service. The PSS has also supported Treasury Board, a committee of Cabinet responsible for the day-to-day management and administration (including human resource management) of the public service. The PSS has been responsible for developing and interpreting HR policies, negotiating with unions on behalf of government, and defining HR management procedures and practices, as well as for a number of specialized areas of program and service delivery (e.g. French services, employment for persons with disabilities, classification and compensation, organizational management and design).

In 2011, the Government Programs Office conducted a review of the 2007 human resources shared services model, and made recommendations for change. This lead to the creation of a new Human Resource Secretariat (HRS) as a means to enhance human resource services within the provincial public service, and specifically to improve business processes, simplify access to HR services for employees, and to provide consistency in human resource service delivery.

As a result, a number of HR service providers in government, and their respective employees, will be integrated into a cohesive entity during the current reporting period. These entities will include the former Public Service Secretariat, the strategic human resource management divisions, as well as a number of HR-related functions of divisions from the Department of Finance and the Public Service Commission including insurance, pensions, compensation and benefits, and strategic staffing and recruitment.

Vision

Exceptional People. Exceptional Public Service.

Mission

By March 31, 2017, the Public Service Secretariat will have supported the enhancement of the human resource capacity of the core public service to deliver exceptional programs and services.

Lines of Business

The PSS is a professional human resource management organization within government dedicated to providing excellent services and supports for employees, managers, departmental executives and the Treasury Board Committee of Cabinet.

The PSS carries out its HR management mandate through three lines of business:

- Leadership in human resources;
- Direction and support to government departments and central agencies; and
- Professional guidance and advice to the employer.

In addition to these main lines of business, the PSS is responsible for coordinating government support for the development of the province's Francophone community through a federal/provincial cooperation agreement. This is accomplished through the Office of French Services, under the direction of the Minister Responsible for Francophone Affairs.

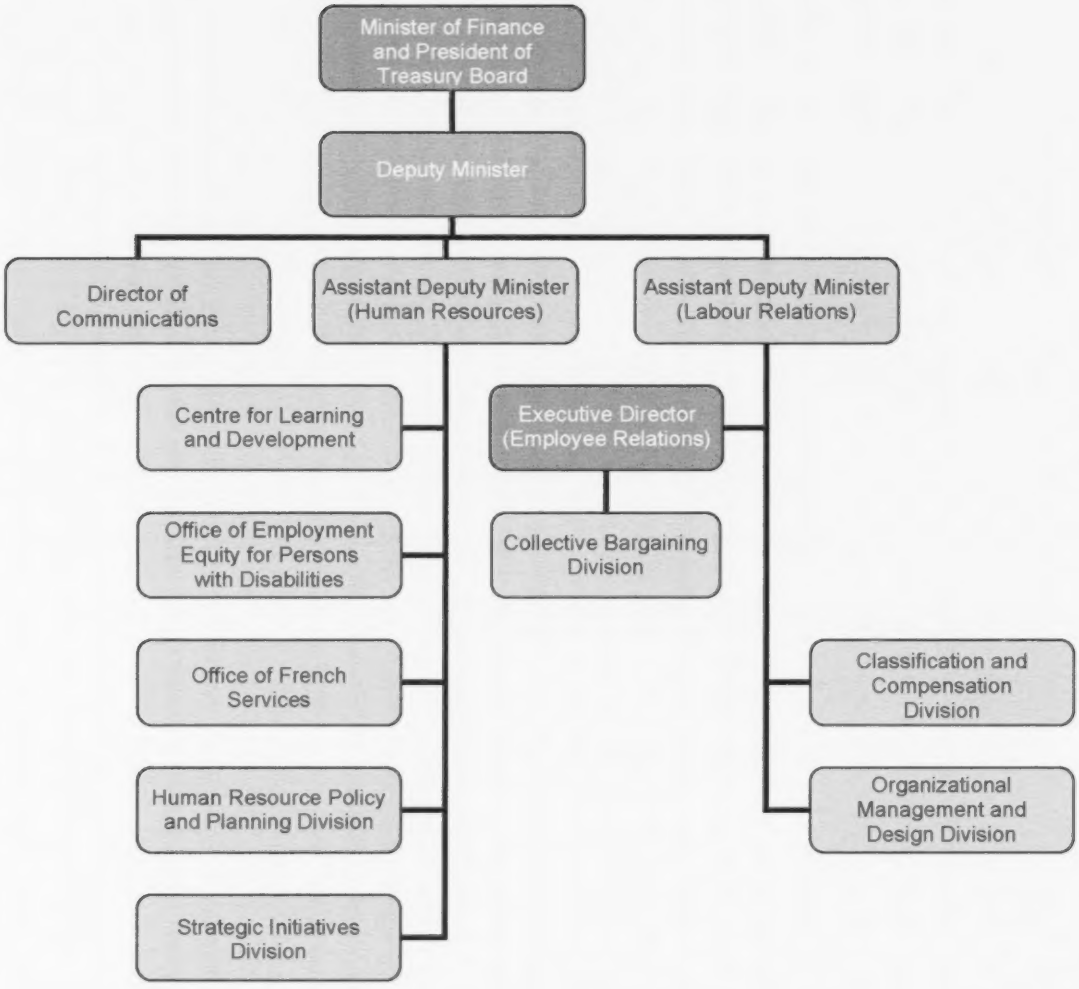
Budget and Staffing

In 2011-12, the PSS operated with an approved budget of $11.6 million[1] and a staff that ranged from seventy-two to seventy-four employees distributed between two branches: Human Resources Branch and the Labour Relations, Classification and Organizational Management and Design Branch. While the majority of PSS staff was located in St. John's, there was one position located in Corner Brook, and another located in Happy Valley-Goose Bay.

As shown in the organizational chart, the PSS was comprised of eight divisions. The Director of Communications reported directly to the Deputy Minister and supported the communication requirements of the PSS.

[1] Actual figure is not yet available.

Organizational Chart (Public Service Secretariat)


Minister of Finance and President of Treasury Board
Deputy Minister
Director of Communications
Assistant Deputy Minister (Human Resources)
Assistant Deputy Minister (Labour Relations)
Centre for Learning and Development
Office of Employment Equity for Persons with Disabilities
Office of French Services
Human Resource Policy and Planning Division
Strategic Initiatives Division
Executive Director (Employee Relations)
Collective Bargaining Division
Classification and Compensation Division
Organizational Management and Design Division

Employee Profile

The PSS employed an average of 74 staff in 2011-122. The number of employees increased from 72 (April 2010) to 74 (March 2011), representing a 2.8% percent increase in the workforce over the course of the year. The change in overall workforce over the year was roughly equal for males and females. On average, there were 49 female and 25 male employees in the PSS during the reporting period.

The average number of years of service for PSS staff in 2011-12 was 9.7, compared to 12.4 years for the core public service. As of March 31, 2011, the average age of PSS staff was 42.7, compared to 44.1 for the core public service.

2011-12 Highlights and Accomplishments

2011-12 was a productive year for the PSS. Regular business activities continued to be conducted while work was proceeding on the delivery of the goals outlined in the 2011-2014 Business Plan through new and updated programs, strategies, guidelines, and policies to support departmental HR management activities.

Key departmental highlights include:

- Provided career and employment counselling as well as other support services to 1,308 persons with disabilities, who are registered with the Office of Employment Equity for Persons with Disabilities.
- Maintained 82 full-time, permanent public service positions in various regions of the province for persons with disabilities, through the Opening Doors Program.
- Conducted, compiled and analyzed government's 2011 Work Environment Survey (WES) as a means to gauge employee well-being and job satisfaction.
- Collected approximately 3000 Position Description Questionnaires and used them to develop approximately 750 job class profiles for the Main Phase of the Job Evaluation System.
- Conducted 16 On-boarding sessions across the island and in Labrador to welcome 477 new employees to the core public service, as well as a number of sessions that were held specifically for the transition of staff of the newly formed Department of Child, Youth and Family Services (approximately 700 employees).
- Welcomed 272 students as employees of summer jobs and work placements, through the Student On-boarding Program.
- Delivered a number of sessions on "How to Successfully Supervise a Student" to 185 managers of the core public service.
- Completed 209 language translation requests equating to 467,153 words translated.
- Delivered French language training to 120 employees of the core public service and specialized language training to 45 employees of Eastern Health; and offered 24 self-study training modules to 12 employees of the core public service.
- Completed 477 requests for classification review.

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[2] The number of Secretariat staff reported includes permanent and temporary employees, and does not include employees hired by other departments through the Opening Doors Program, except for those working directly for the Secretariat.

- Completed 15 organizational reviews and consultations.
- Reviewed, updated and/or created 22 human resource- and compensation-related policies.
- Reviewed and responded to more than 225 submissions from departments and committees of government on such matters as organizational structure, new program or service initiatives with HR implications, and budget-related position requests/notes.
- Facilitated grievance resolutions, prepared and presented arbitration cases, and consulted with departments on matters pertaining to employee relations.
- Approved 94 Tuition Assistance applications from employees across government.
- Delivered 277 professional development workshops involving a total of 4,656 employees.
- Recorded a total of 953 employees who avail of leadership and management development through registration in the Resource Management Package (RMP).
- Processed 688 individual learning plans for employee professional development, including 71 new Resource Management Package (RMP) applicants.
- Recorded a 12% increase in registered users of the Conference Board of Canada e-library, totalling 738 registered users.
- Provided approximately 50 graphic design solutions to support government-wide branding, reporting and planning requirements, publications, and campaigns and conferences/fairs undertaken by the PSS and broader government.
- Officially launched the Graduate Opportunities (GO) Program in February 2012, and successfully placed 4 graduates.
- Officially assumed responsibility for coordinating government's harassment investigations function.

Shared Commitments

The PSS works closely with a number of other government entities to address the following shared commitments:

- **Human Resource Management System**

  The Human Resource Management System (HRMS) is an information technology system that supports human resources and payroll requirements for the Government of Newfoundland and Labrador. The system will be implemented in partnership with key stakeholders such as the departments of Finance, Education, and the Office of the Chief Information Officer. An external consultant has also been engaged to guide the implementation.

  The HRMS will modernize work-flow processes, centralize human resource information to facilitate more detailed and timely human resource reporting, and ensure the integrity of critical systems, while providing a stable foundation for continuous improvement and modernization of government-wide policies and processes well into the future.

- **Graduate Opportunities Program**

  The Graduate Opportunities (GO) Program was launched in February 2012 with a goal of offering recent graduates valuable work placement options within the core public service. The program also complements existing recruitment and retention activities aimed at attracting qualified individuals to employment opportunities with the provincial public service.

The GO Program is comprised of two streams - Public Service Internships and Targeted Graduate Recruitment. The program requires ongoing collaboration with the Public Service Commission and the hiring department or agency to ensure the program's success. Funding for the Internship component of the program is provided by the *Canada-Newfoundland and Labrador Labour Market Agreement*.

- **Learning Management System - PS ACCESS**

The Centre for Learning and Development (CLD) collaborated with the Centre for Distance Learning and Innovation, Memorial University of Newfoundland, OCIO and Desire 2 Learn to launch a pilot of a new Learning Management System – *PS Access*. It included a number of e-learning courses accessed via the *PS Access* portal page, and was targeted at a group of employees who were enrolled in the RMP of government's Leadership and Management Development Program.

The pilot ended on March 31, 2012. As a result, more than 1000 user profiles have been created, and 40% of users have already accessed the site. E-Learning modules included Consultant Guidelines, Information Management, Managing Occupational Health and Safety, and Succession Planning and Management Guidelines. A new e-learning module, Maintaining a Harassment and Discrimination-Free Workplace, was also added.

In September 2011, the Office of French Services (OFS) transitioned their distance learning offerings onto PS Access using *Elluminate Live*. Twenty-six French language training participants completed the fall 2011 session and 16 completed the winter 2012 session through this new method of learning.

- **Enhancing Policy Capacity in Government**

In collaboration with the Executive Council, a number of initiatives have been identified, developed and implemented to support the diverse work of policy practitioners within the evolving public sector environment. For example, a competency framework for policy professionals was approved, and subsequently launched in January 2012. This framework supports learning and development opportunities to strengthen the professional capacity of policy development personnel across the core public service.

In 2011-12, the following learning and development options were offered to this group of employees, as follows:

- Public Policy and Evaluation Forum including sessions on The Role of Policy Development in Government, Evaluation Policy, Cabinet Decision Making, Writing Briefing Notes, Regulatory Impact Analysis, and Accountability and Transparency (238 employees attended)
- Project Management Fundamentals (15 participants)
- Canadian Evaluation Society - Essential Skills Series training course (32 participants)

A partnership with the Gardiner Centre and the Faculty of Political Science at Memorial University was also initiated to develop two courses on the subject of public policy whose key purpose is to expand practitioner understanding of government decision-making and the dynamic nature of public policy development.

- **Cooperation Agreements**

The PSS manages a number of cooperation agreements in partnership with other jurisdictions and government entities in support of minority community growth and development, including the following:

- The *Cooperation and Exchange Agreement between the Government of Québec and the Government of Newfoundland and Labrador with respect to Francophonie* - to support the implementation of six community-led initiatives in the areas of education, culture, youth and media. Approximately $49,000 in funding was provided to support these initiatives.
- The *Canada / Newfoundland and Labrador Agreement on French Language Services* – to support the planning and delivery of quality French-language services to the province's francophone community, as well as initiatives aimed at contributing to its development.
- The *Canada-Newfoundland and Labrador Labour Market Development Agreement* (LMDA), the *Labour Market Agreement* (LMA), and the *Labour Market Agreement for Persons with Disabilities* (LMAPD), in cooperation with the Department of Advanced Education and Skills – to support the provision of a number of government employment placement opportunities to persons with disabilities.

- **Intergovernmental Partnerships**

The PSS continued to participate in national and regional working groups on issues related to employee engagement, HR metrics, broader public sector bargaining and compensation. Currently, these groups include the Employee Engagement Inter-jurisdictional Initiative, the Inter-jurisdictional Measures and Metrics Working Group and the Atlantic Benchmarking Committee.

- **Implementation of the New Job Evaluation System**

Government has committed to the implementation of a new Job Evaluation System (JES) for bargaining-unit employees within the public sector. This new system will be web-based, gender neutral and have the ability to evaluate positions based on factors such as skill, effort, responsibility and working conditions. Over the coming months, the main focus of the project will be on continuing research and development of a potential compensation framework, and preparing for discussions with employees and the public sector unions on the implementation and timing of the new JES. The new JES will be implemented in partnership with affected unions as well as other key stakeholders.

Divisional Highlights

Classification and Compensation Division

In 2011-12, the Division was focused on the completion of the main phase of the new Job Evaluation System (JES) for bargaining unit employees, as well as a new classification and compensation framework for the JES that included the design of a new position description tool. Divisional highlights related to classification, compensation and the ongoing work being done on the new JES include:

- Completed 477 requests for classification review.
- Reviewed, updated and/or created 10 compensation-related policies.
- Facilitated the JES Migration Steering Committee meetings, as well as consultations with a number of key stakeholders.
- Designed a number of compensation options to facilitate a new framework for bargaining unit employees across the public service.
- Held initial consultations and discussions with union associations on the new JES System in March 2012.

Collective Bargaining Division

Divisional activities in 2011-12 were focused on supporting departmental HR issues relating to collective agreements, arbitration activities, and the initial preparation for the upcoming collective bargaining process. Divisional highlights include:

- Prepared and began the negotiation process for 24 collective agreements set to expire in 2012.
- Successfully negotiated the *Labrador Benefits Agreement* in December 2011.
- Prepared for and represented government in a number of arbitration hearings.
- Expanded divisional staff to include an Investigator and an HR Analyst.
- Shifted the focus of service delivery in order to provide more direct services to departments on various topics related to employee relations including conciliation, grievance and resolution procedures.

Office of Employment Equity for Persons with Disabilities

Divisional activities in 2011-12 were focused on maintaining supports to persons with disabilities seeking employment opportunities within the core public service. Divisional highlights include:

- Received the Independent Living Resource Centre's Local Government Award for Independent Living for 2011. This award recognized the Office's success in implementing substantial change by breaking down barriers faced by people with disabilities. This was acknowledged in the House of Assembly in March 2012.
- Provided services to 1,308 persons with disabilities registered on the Office's Client Registry System, including the facilitation and administration of 66 formal competitions; and the retention of 82 full-time, permanent public service positions in various regions of the province through the Opening Doors Program.
- Provided 11 developmental job placements in provincial departments through the Targeted Wage Subsidy Initiative; 22 career-related work experience opportunities in provincial departments through the Student Summer Employment Program for post-secondary students; 6 developmental job placements in provincial agencies, boards, commissions, and crown corporations through the Agencies, Boards and Commissions Career Development Initiative; and 11 temporary employment opportunities utilizing available salary funds from the Opening Doors Program.
- Conducted a review of the Office's Client Registry System, which included changes and upgrades to the electronic database system, in collaboration with the OCIO.
- Conducted a comprehensive client satisfaction review with all clients registered with the Office's Client Registry.

Office of French Services

Divisional activities in 2011-12 encompassed three main areas: language training for public service employees, liaison services with the francophone community, and translation/linguistic support services to departments and central agencies. It also provided policy advice and assistance in the area of the French language. Divisional highlights include:

- Responded to 157 linguistic support requests that support departments in the delivery of information or services to French-speaking clientele.
- Responded to 209 departmental translation requests that allowed for greater public access to French language information in areas such as Immigration, Early Childhood Education, Historic Commemorations Program, and Age-Friendly Grants Program.
- Worked with the Association régionale de la côte ouest to develop and secure funding for a project aimed at digitizing the French content of the Memorial University Folklore and Language Archives.
- Offered French language training to employees of the Government of Newfoundland and Labrador, for the training year ending in June 2011. 120 employees successfully completed at least one semester of the training program.
- Offered 35 weeks of specialized healthcare training to 45 employees of the Eastern Regional Health Authority, for the training year ending in June 2011. This training is made possible through a contract arrangement with Eastern Health and was successfully completed by all employees.
- Offered 24 self-study French language training modules to 12 public service employees who successfully completed the training.
- Established a partnership with the College of the North Atlantic to increase access to French language training for regional employees.
- Organized a Francophone Multicultural Event and workshop about the Port au Port Peninsula story-telling tradition for participants of the French Language Training Program and other government employees. Its purpose was to raise awareness about the provincial francophone community and its connection to the French language and culture, and the importance of government's ability to serve the public in both official languages.

Centre for Learning and Development

Divisional activities in 2011-12 were focused on maintaining the Centre's regular training activities to support the goals and objectives for the PSS, as well as continuing the research and implementation of learning technologies to enhance learning options for employees. Divisional highlights include:

- Completed the pilot for *PS Access* resulting in the creation of over 1000 user profiles, with 40% of users having already accessed the site. E-Learning modules for the pilot included Consultant Guidelines, Information Management, Managing Occupational Health and Safety, and Succession Planning and Management Guidelines.
- Added a new e-Learning module to the Resource Management Package (RMP) - Maintaining a Harassment and Discrimination-Free Workplace.
- Gained approval for the Competency Framework for Policy Professionals. The January 2012 launch included a number of internally-developed learning modules as well as learning opportunities through partnerships with Memorial University of Newfoundland, and access to training from external vendors.

- Offered Pre-retirement Planning Sessions to 800 public service employees throughout the province who are eligible to retire within the next 5 years. This was done in collaboration with the Department of Finance, the Public Service Commission, Service Canada, and the Canada Revenue Agency.
- Offered student employee workshops to student employees interested in expanding their knowledge of Microsoft Excel.
- Supported Hill Advisory Harassment Investigation Training for 22 employees engaged in supporting the implementation of government's updated Harassment and Discrimination-Free Workplace Policy.
- Provided all employees with on-line access to the *OHS Canada Magazine*, designed to keep workers, managers and safety professionals informed about OHS-related issues.
- Delivered an interactive workshop entitled "Problem-solving Results: Solutions, Improvements and Innovations" to demonstrate innovation in developing and providing programs and services. It was enhanced to suit the needs of employees.
- Gained responsibility for the maintenance of the training credits associated with the provincial government's site license agreement for Geographic Information Systems (GIS) software.

Organizational Management and Design Division

Divisional activities in 2011-12 were focused on maintaining regular services to departments, including responding to requests for organizational reviews, business process analysis, and managing position-related requests from departments and agencies. Divisional highlights include:

- Supported the work of the project team responsible for government's new Human Resource Management System by ensuring that organizational charts from all departments and agencies were regularly reviewed and updated as changes occurred.
- Completed 15 organizational reviews and consultations.
- Developed a mechanism to convert long-term temporary positions to permanent positions and presented this mechanism to government.
- Reviewed and responded to more than 225 submissions from departments, agencies, and Committees of Cabinet related to:
    - organizational structure;
    - business process analysis of new program or service initiatives with HR implications; and
    - budget-related position requests/notes.

Human Resource Policy and Planning Division

Divisional staff maintained their regular services to departments and agencies while also contributing to several initiatives that supported the broad goals and objectives of the PSS. Divisional highlights for 2011-12 include:

- Reviewed, updated and/or created 18 human resource policies.
- Developed, analyzed and distributed the results of government's 2011 Work Environment Survey, including communication of government-wide results and meeting/consultations with departmental executives to review departmental results.

- Analyzed and reported on all departmental information provided in the 2011-12 HR accountability report submissions.
- Reviewed and revised the HR accountability reporting template based on recommendations from stakeholders to streamline the process for departmental reporting.
- Conducted an evaluation of government's investigation training in support of the Harassment and Discrimination-Free Workplace policy.
- Continued to provide HR data (e.g. metrics and survey results) to inter-jurisdictional working groups and government departments and central agencies.
- Conducted and presented the results of two communication studies to all PSS employees.

Strategic Initiatives Division

In 2011-12, divisional staff focused their efforts on providing oversight and support to a number of human resource management programs, supports and services to departments and strategic HR management divisions. Divisional highlights include:

- Provided On-boarding sessions for approximately 700 employees of the new Department of Child, Youth and Family Services.
- Delivered 16 On-boarding sessions to support departmental integration of 477 current and new employees into the public service, in collaboration with the Centre for Learning and Development.
- Delivered 6 Student On-boarding sessions to officially welcome 272 students into summer employment and work placements within government.
- Delivered training sessions to 185 core public service managers on "How to Successfully Supervise a Student".
- Launched the Graduate Opportunities (GO) Program in February 2012, and successfully placed 4 candidates.
- Developed the *Potential Program – Achieving Results Through People* with ongoing departmental feedback and input.
- Designed, developed and launched the WE ARE campaign. Its purpose was to provide highlights of a variety of public service careers, and the range of work being carried out by public service employees every day.

- Provided graphic design solutions to support government-wide branding, reporting and planning requirements, publications and campaigns and conferences/fairs undertaken by the PSS and broader government.
- Completed initial implementation of the PSS's Information Management Capacity Assessment Tool (IMCAT) in support of government's information management (IM) requirements for entities. This included the establishment of an internal IM committee, and the implementation of IM requirements and Hewlett-Packard TRIM as a standard business practice.
- Provided graphic design solutions and supports for all printed materials produced by all PSS divisions for government-wide distribution (e.g. WE ARE, Work Environment Survey, CLD Quarterly, Outlooks + Insights), as well as the review and editing services to all publications produced by the PSS.

SECTION II

REPORT ON PERFORMANCE 2011-12:

A high-performing public service is essential to the operations of government and the delivery of effective programs and services to the people of Newfoundland and Labrador. This requires that employees at all levels of the organization have the information, skills, tools and supports they need to inform and make decisions, and that management practices evolve to meet the changing dynamics within the workplace and the workforce.

In 2011-12, the PSS focused on assisting public sector employees foster a culture of high performance to ensure the provision of timely and high quality services to the citizens of Newfoundland and Labrador. In doing so, it has supported advancement of an important, yet ever-evolving, direction of government: the effective management of human resources within the core public service.

In accordance with the *Transparency and Accountability Act (2004)*, the PSS's 2011-14 Business Plan identified two key issues in support of effective human resource management as follows:

1. Effective, Informed HR Management - providing accurate, relevant and timely human resource information to support government decision-making; and
2. Excellence in the Delivery of Quality Programs and Public Services - supporting workforce development to ensure excellence in the provision of Newfoundland and Labrador's public services.

Issue 1: Effective, Informed Human Resource Management

From a human resource perspective, information may refer to data about the organization or the activities or outputs of HR programs and services that have the potential to shape the delivery of services to the public, either directly or indirectly (e.g. employee or position-based information, policies, processes, employee and manager handbooks).

Emerging trends and demographics continue to influence the evolution of HR management initiatives. The availability of comprehensive and consistent information has become critical for effective workforce planning to address change, especially in the areas of succession management and the attraction, recruitment and retention of employees. Comprehensive and consistent information also support core management functions including productivity, performance, attendance management, and health and safety.

To strengthen linkages between people and the information they need, the PSS has initiated activities to identify what information exists; where it is located; how it is shared, used and communicated within government's HR community; how accessible it is; and which pieces are missing. These activities have involved ongoing research and development of a number of strategies, programs, and tools that will assist with strengthening those linkages, including the creation of the new Human Resource Secretariat.

The indicators to support this issue are focused on identifying general HR information resources, and on reviewing and initiating updates to priority HR information resources.

Goal:

By March 31, 2014, the Public Service Secretariat will have supported government's human resource management function by enhancing its ability to provide consistent, relevant and timely information to managers and employees.

Measure:

Access to consistent, relevant and timely human resources information is enhanced.

Indicators:

- Priority HR information resources have been updated and communicated.
- Strategies, programs or tools have been identified, developed and communicated to support human resource information provision, utilization and exchange.
- Access to, and use of, human resource planning information and tools has been supported.
- Development of the Human Resource Management System has been supported.

Performance Reporting for 2011-12

Our 2011-12 Objective

By March 31, 2012, the Public Service Secretariat will have initiated activities to update priority HR information resources.

Measure:

Activities to update priority HR information resources are initiated.

Indicator Reporting: Objective 2011-12

Planned for 2011-12	Actual Performance for 2011-12
PSS HR information resources have been identified.	The PSS identified the following HR information resources: ▫ A database, for internal use only, to inform future policy revisions and new policy development. ▫ An accommodation tracking spreadsheet to benchmark and track best practices to support government's Disability Accommodation Policy. ▫ A new web-based position description tool for the new Job Evaluation System. ▫ Government's Occupational Health and Safety Guide to better support the OHS duties of government departments and employees.
Priority PSS HR information resources have been reviewed.	The PSS reviewed the following HR information resources: ▫ The HR Accountability Report is used by government's six human resource sectors to report on specific human resource management activities and statistics. It was reviewed in 2011-12 as a result of consultation with stakeholders.

	▫ The Work Environment Survey measures employee attitudes and opinions using various statements about the workplace. It is reviewed every year that it is conducted to identify information gaps and areas for improvement.
Updates to priority PSS HR information resources have been initiated.	The PSS initiated updates to priority HR information resources, as follows: ▫ The Project Team leading the development of the Human Resource Management System initiated the planning stage of this multi-phased project, and worked closely with stakeholders and consultants to finalize the design requirements. ▫ A comprehensive review was initiated of the Client Registry System used by the Office of Employment Equity for Persons with Disabilities (OEEPD). The review included changes and upgrades to the electronic database system and was facilitated through the OCIO. These revisions have improved the means of capturing information for statistical and reporting purposes. ▫ The OEEPD initiated a comprehensive client satisfaction review whereby all clients registered with the Office's Client Registry were contacted directly to update their information, and given an opportunity to provide feedback regarding their level of satisfaction with the services provided. ▫ The CLD Quarterly aims to improve communications and create awareness of organizational development, learning and development activities and opportunities. The PSS initiated ongoing updates to the Quarterly to reflect the changing needs of government, as well as to highlight a variety of successes in departments, and to support internal communication capacity within government. ▫ The update of the HR Accountability Report was initiated based on recommendations from stakeholders, and was used for the first time in 2011-12 to capture specific human resource management activities and statistics.

Discussion of Results:

In 2011-12, the PSS made great progress in realizing its objective to identify, review and initiate updates to HR information resources in support of planning activities.

In general, the PSS's work focused on the identification and update of priority HR information resources, supports and tools to promote consistency of the information communicated to employees and/or departments about HR policies, programs and classification-related questions (e.g. HR policy database, a new web-based position description tool, government's Occupational Health & Safety Guide). As well, the revised HR Accountability Report assists departments with Deputy Minister annual reporting requirements in the area of human resource management.

In 2011-12, the PSS exceeded the expectations of the indicators that had been identified. For instance, the PSS continued to update and communicate the CLD Quarterly to support employees' personal and professional development while highlighting activities and successes in government

departments. It also completed reviews, and updated and enhanced two tools that help inform and support departmental HR planning activities (e.g. Work Environment Survey, HR Accountability Framework).

To support enhanced service delivery for the programs and services of the Office of Employment for Persons with Disabilities, employee input was sought to inform decisions on where improvements need to be made through in-depth reviews on how some services are delivered (e.g. OEEPD Client Registry System and Client Satisfaction). These reviews were both initiated and completed during 2011-12.

Government's new HR Management System, a multi-phased project, continues to be a key focus of the PSS's work in the area of HR information resources. In 2011-12, the PSS completed the planning stage of the project. Once implemented, the system will ensure consistency of both the information and how human resources are managed in the future – which is the ultimate goal of effective HR information provision.

Issue 2: Excellence in the Delivery of HR Programs and Services

Excellence in government service and program delivery, a key strategic direction of government, cannot be accomplished without employees who possess the talent, skills, and engagement to deliver excellent services and programs. Service excellence also requires a work environment that supports the growth, development and well-being of the employees who are involved in delivering, or supporting the delivery of, programs and services to the public.

As part of *Creating Tomorrow's Public Service*, which is government's ongoing human resource management strategy, significant progress had already been made to support service excellence throughout all levels in the organization. The achievement of excellence in service delivery is a constant goal of effective HR management within the core public service and sets the stage for progress in HR management practices, programs, supports and services.

For example, the PSS focused on conducting in-depth research and review of a number of program and service areas to support the needs of an evolving work environment with a view to creating and revising a number of compensation and human resources policies; integrating new technologies into learning and development options for employees; and finding innovative means of communicating with employees, either to seek direct input about the work environment, or to provide information to employees about the various supports available to them.

Goal:

By March 31, 2014, the Public Service Secretariat will have supported the development of the workforce to deliver quality programs and services.

Measure:

Supports have been provided to develop the workforce.

Indicators:

- Strategies, programs and tools have been identified to develop the workforce.
- Supportive HR policies, programs and services are developed.
- Progress in priority areas that support service excellence is continued.
- Regular monitoring of the work environment is conducted and findings are communicated and addressed with departments.

Performance Reporting for 2011-12

Our 2011-12 Objective

By March 31, 2012, the Public Service Secretariat will have supported government-wide workforce development activities.

Measure:

Government-wide workforce development activities are supported.

Indicator Reporting: Objective 2011-12

Planned for 2011-12	Actual Performance for 2011-12
Research and analysis on workforce development priorities is conducted.	The PSS engaged in the following research and analysis-related activities to support workforce development: ▫ Research and analysis was conducted on the introduction of the *Potential Program: Achieving Results through People*. This program supports workforce development by establishing work-related goals and objectives for employees; enhancing communications between employees and supervisors; and developing employee learning plans that are linked to the department's strategic goals and objectives. Departments were engaged at the development stage of the program and their feedback was used to inform the final version of the document. ▫ Client consultations took place with departmental executives as part of a review of HR central service delivery in an effort to monitor client satisfaction, implement appropriate change based on analysis of the feedback received, and provide information on enhancements to HR service delivery across government. ▫ Research and analysis on a language portfolio was conducted in an effort to enhance the French Language Training Program and support workforce development. ▫ As a means to support the workforce through new learning and development options, research and analysis commenced on the introduction of a new Learning Management System (LMS). The LMS was introduced to a pilot group of public employees across the province to obtain feedback on the system. The LMS would enable employees to access a number of available e-learning options on-line, would promote anytime-anywhere learning options for users, and enable the use of electronic course feedback forms.
Results of the public service work environment survey are compiled, analyzed and shared with departments.	▫ The 2011 Work Environment Survey (WES) was government's third work environment survey. It was developed by the PSS, administered by the Newfoundland and Labrador Statistics Agency, and mailed to all employees in the core public service. More than 3500 employees responded, representing 44% of the workforce. ▫ To further explore several WES topics in greater detail, 11 focus groups, representing a broad cross-section of job classifications,

	were conducted and focused on personal experiences related to communication & trust, workload and work-life balance, health & safety, strategic planning and supervision. ▫ The survey results were compiled and analyzed, and printed materials were developed and published for distribution. The PSS commenced meetings with executives in January and February 2012 to discuss departmental results.
Departments are supported to complete workforce plans and begin implementation of priority development activities with their employees.	▫ In an effort to ensure that departments and agencies could use the results of a number of HR planning activities to inform departmental planning, the PSS encouraged departments to integrate workforce planning with departmental Strategic/Business Planning activities. The PSS has been available to provide input, guidance, information and advice to departments, as needed, in relation to workforce planning guidelines and, in particular, the WES survey results. ▫ A number of learning and development supports and solutions were provided to the Supreme Court to assist with implementing activities within their workforce plan focused on building and shaping its internal culture, including professional development opportunities to all managers and employees. ▫ The PSS collaborated with a number of departments to obtain a clear understanding of the factors that impact the recruitment and retention efforts for specific professional positions within departments who provide public services in the province. The PSS engaged in the following activities in support of departmental workforce planning activities: · Established interdepartmental committees · Conducted research and analysis of demographic data · Placed an employee in Labrador · Conducted stakeholder consultations · Conducted jurisdictional scans · Provided options for departmental consideration based on analysis of research ▫ To support departmental workforce development in regional areas of the province, the PSS maintained two regional positions to serve as points of contact for departments on issues related to learning and development and corporate HR planning and development.
A review of Government's Human Resource Management Strategy is initiated.	▫ In 2011-12, the PSS continued to move forward with supporting the research, development and implementation of those areas that were identified in government's most recent HR management strategy, while continuing to review the strategy and monitor areas of HR management that could potentially become priority focus areas for future HR management in the core public service. ▫ This review will become a key component of the planning and work involved with the transition of all areas of HR service and management into the newly created HRS over the next 12-18 months.

Priority corporate learning and development initiatives are enhanced and communicated.	▫ Employee learning and development in the area of *Maintaining a Harassment and Discrimination-Free Workplace* was enhanced. A workshop was developed and launched in September 2011, and was added to the Resource Management Package (RMP). In addition to the workshop, a new e-Learning module was added. ▫ To enhance the skills of employees who are designated as investigators under the new Harassment and Discrimination-Free Workplace policy, the PSS offered 22 employees the opportunity to participate in the Hill Advisory Harassment Investigation Training program. This program was customized for the Government of Newfoundland and Labrador workplace, provided an overview of the new policy and outlined the manager's role in the prevention and early intervention of workplace harassment and discrimination. ▫ To enhance the professional capacity of policy development personnel across the core public service, the PSS was engaged in the following activities: • A Competency Framework for Policy Professionals was approved, and subsequently launched in January 2012. • 10 learning and development sessions of the three-day Public Policy and Evaluation Forum were offered. • Project Management Fundamentals was offered to a group of 15 policy practitioners who work specifically on policy-related projects. The delivery was customized to meet the needs of the policy community by utilizing a unique case study that looked at various aspects of public policy. • In partnership with the Office of the Executive Council, the four-day Canadian Evaluation Society – Essential Skills Series was offered to 32 participants. These workshops are designed to enhance program evaluation skills and promote the professional practice of evaluation. • The CLD and the Office of the Executive Council, in partnership with the Gardiner Centre and the Faculty of Political Science at Memorial University, worked to develop two courses in public policy. The key purpose of these courses is to expand learning and development opportunities as well as practitioner understanding of government decision-making and the dynamic nature of public policy development. ▫ Supporting learning and development of new Executive members is essential for their success in the organization, and should take place within the first ten days after appointment. In 2011-12, development opportunities were enhanced for new executive. For instance, 15 Executive members participated in learning opportunities at Queen's University and the Niagara Institute, and 8 Executive participated in a three-day session offered by the Niagara Institute on "Communication for the Senior Leader".

	▫ Learning and development opportunities for student employees were enhanced to include advanced training in Microsoft Excel on spreadsheet templates, charts, graphics and formulas. ▫ To enhance knowledge of Occupational Health and Safety, and responsibilities within the core public service, the PSS provided employees with online access to *OHS Canada Magazine*, designed to keep workers, managers and safety professionals informed on major issues, and up-to-date on new developments and current thinking in the OHS community. ▫ To enhance how French language training is delivered to employees who possess high levels of French language proficiency, the Office of French Services developed and delivered a weekly, theme-based conversation class as a means to support effective service delivery in the French language to the public and colleagues in other francophone jurisdictions.
HR policy, programs and services are identified for review, development and/or update.	▫ The PSS identified the following HR and compensation-based policies for review and update: • Compensation Definitions • General Rules and Application • Determination of Salary and Benefits • Salary Adjustment • Pay Plan Conversion • Transfer of Employees • New Appointments • Transfers from Agencies, Boards and Commissions • Adverse Weather Conditions • Harassment and Discrimination-Free Workplace • Discipline • Termination of Employment • Political Activity • Personal Protective Equipment • Uniforms • Equipment and Resources Usage • Relocation • Rehiring Pensioners ▫ The PSS identified the following new HR and compensation-based policy areas for development: • Disability Accommodation • Oath/Affirmation of Office • Management Overtime Policy • Student Employment and Compensation Policy ▫ The PSS also identified the following HR policy areas for initial review: • Continuation of Employment at Age 65, 71 and Beyond • Certificate of Conduct • Permanent Appointments • Probationary Periods

	• Contractual Employment • Temporary Assignments/Appointments. ▫ In 2011-12, the PSS identified the following programs and services for development: • A Graduate Opportunities (GO) Program was identified as a means to offer valuable work experience to recent graduates. It also complements existing recruitment and retention activities in the public service which are aimed at attracting qualified individuals to employment opportunities within the Government of Newfoundland and Labrador. • The WE ARE campaign was identified to showcase a selection of career profiles of the many professions that make up the Newfoundland and Labrador core public service, as well as the contributions made by public servants each day to provide public programs and services, and to ensure public safety. • The *Potential: Achieving Results through People* Program was identified to support workforce development through the establishment and achievement of work-related goals and objectives for employees; to enhance communications between employees and supervisors; and to develop learning plans which are linked to the department's strategic goals and objectives.

Discussion of Results:

Constant change in the public service work environment also requires continual creation and revision of HR policies, programs, and services to ensure effective management of human resources. Over the course of 2011-12, the PSS has made progress in a number of these areas.

For instance, the Work Environment Survey continues to give government a sense of what employees are thinking at a point in time, and has played an increasingly important role in supporting decision-making, policy development and planning in the area of human resource management by helping departments identify issues that require further research or action in their own work environments.

Learning and development is also an essential means of supporting the growth and success of government's workforce, the overall success of the department, as well as the effectiveness of the programs and services that are delivered to the province's public. This year, new learning technologies have been piloted and added to the varied ways that employees can access learning and development, whether in-class or via Internet. For instance, as a result of the pilot of a new Learning Management System (LMS), that ended on March 31, 2012, over 1000 user profiles have been created with 40% of users having already accessed the site (about 406 employees).

In addition to the LMS, a number of new training modules have been added to the CLD listing, and partnerships with other learning facilities have been established to provide employees with more options for learning and development, depending on the training needs that have been identified. As well, the research and analysis of the French Language Training Program resulted in the development of a portfolio that includes a tool to help program participants set their own learning goals, track their progress and develop higher levels of cultural awareness.

Change in the work environment also requires continual review of human resource policies. In 2011-12, a significant project was initiated to review, update and/or replace the human resource policies remaining in government's former HR policy manual, the Personnel Administrative Procedures Manual. For this reporting period, the PSS exceeded the expectations of the indicators. For instance, as of March 31, 2012, 22 human resources and compensation-based policies were reviewed, updated and/or newly created, approved by Treasury Board, and subsequently communicated to employees via government's intranet and the online Human Resource Policy Manual to help ensure consistency of use across the core public service.

In addition to those polices that were updated in 2011-12, the PSS initiated reviews of six (6) additional HR policies, as follows:

- Continuation of Employment at Age 65, 71 and Beyond
- Certificate of Conduct
- Permanent Appointments
- Probationary Periods
- Contractual Employment
- Temporary Assignments/Appointments

An important aspect of fostering a culture of change is the recognition of diversity - the needs of new employees, as well as potential employees, and building those relationships right away. The PSS has supported this through On-Boarding sessions where new employees receive specific information about working in government. The PSS also developed and implemented a new Graduate Opportunities Program to offer valuable work options to potential employees, through collaboration with the hiring department. This program was officially launched in February 2012. The WE ARE Campaign - a showcase of the diversity of work within government, was not only identified for development, but was officially launched in 2011. The PSS has identified this campaign as an ongoing priority initiative with a new publication to be developed each year in support of diversity and as a tool to support employer branding activities.

These activity outcomes help set the stage for future reporting on how the PSS continues to provide service excellence to departments and central agencies in support of government-wide workforce development activities.

Objectives for 2012-13

The following objectives for 2012-13 reflect the strategic direction of the newly created Human Resource Secretariat to enhance HR management within the provincial public service, as outlined in the amended Business Plan 2011-14.

Issue #1: Effective, Informed Human Resource Management

Objective

By March 31, 2013, the Human Resource Secretariat will have supported departmental access to and use of human resource information.

Measure

Departmental access to, and use of, human resource information are supported.

Indicators

- Roll-out of Phase 1 of the HRMS, including functionality for payroll, time and attendance, and base HR has commenced.
- Strategies, programs or tools to support access to, and use of, human resource information provision, utilization and exchange have been identified.
- Priority HR information resources have been updated.
- Priority HR information resources have been communicated.

Issue #2: Excellence in the Delivery of HR Programs and Services

Objective

By March 31, 2013, the Human Resource Secretariat will have initiated the transition of government's core HR management functions into a single entity.

Measure

The transition of government's core HR management functions into a single entity is initiated.

Indicators

- The development of a transition plan has been initiated.
- All entities of the new HRS have been identified and transitioning has commenced.
- The work environment has been monitored and findings have been communicated.
- Development of a service excellence plan has been initiated.
- Development of a new service model for HR has commenced.

SECTION III

Opportunities and Challenges Ahead

As the Human Resource Secretariat (HRS) progresses in a number of areas related to human resources, the following challenges and opportunities are anticipated.

Human Resource Secretariat - Transition and Transformation

Over the course of the current reporting cycle, a number of HR service providers in government, and their respective employees, will be integrated into a cohesive entity. The newly created HRS includes the former PSS, the strategic human resource management divisions, as well as a number of HR-related functions of various divisions from the Department of Finance and the Public Service Commission including insurance, pensions counselling, compensation and benefits, and strategic staffing and recruitment.

The new model for delivery of HR services is expected to roll out in phases, as follows:

1. Integration of the former PSS, the strategic human resource management divisions, and strategic staffing and recruitment functions (Public Service Commission).
2. Transition of select components of the Compensation and Benefits Division of the Department of Finance.
3. Transition of related pensions and group insurance activities.

The full transition will be comprehensive and will entail further time and planning to ensure that the HRS will be positioned to provide excellent human resource management services well into the new planning cycle.

Human Resource Management System (HRMS)

The Human Resource Management System (HRMS) is an information technology system that supports human resources and payroll requirements for the Government of Newfoundland and Labrador and will ensure the integrity of critical systems, while providing a stable foundation for continuous improvement and modernization of government-wide policies and processes.

The HRMS will be deployed for the core public service, teachers and pensioners and will replace existing systems, including the current public service payroll, benefits, leave and position management systems, as well as the Teachers' and Pensioners' payroll systems. Future releases of HRMS will enhance human resource information functionality in the core public service.

Employment for Persons with Disabilities

Persons with disabilities often face a number of challenges and barriers to employment. The Office of Employment Equity for Persons with Disabilities is responsible for developing, implementing and promoting programs and services to enhance employment opportunities for this group as well as to help mitigate some of the challenges and barriers they may face in the work environment.

While there is greater acceptance of diversity in the workplace, there still appears to be some resistance to accommodating persons with disabilities, and to participating in the division's program areas. Barriers to employment tend to impact the efficient delivery of the programs and services to

clients - those on the Registry and the departments who participate. Examples of some barriers may include the following:

- Lack of support networks leading to limited placements in certain areas.
- Lack of educational experience to meet entrance requirements for placement in the public service.

There are a number of opportunities that exist to build linkages and increase the representation of persons with disabilities in the public sector work environment, such as the following:

- Strong and continued support at senior levels within the organization.
- Movement of persons with disabilities to other public sector positions that creates opportunities for clients.
- Greater visibility and promotion of targeted wage subsidy programs as a viable option to employment in order to compete for positions within the core public service.

In cases where accommodation may be necessary, funding is available to support departments.

Labour Market and Human Resource Trends

The province of Newfoundland and Labrador continues to experience demographic and labour market change at an accelerated pace compared to the rest of the Canada. This means that the province is seeing the impacts of an aging population sooner, and on a proportionately larger scale, than most other jurisdictions. Newfoundland and Labrador also remains a province with one of the highest percentage of citizens living in rural areas - a characteristic that brings some unique challenges to addressing the service needs of an older population.

Planning for these changes continues to be a focus for most public sector organizations. This presents an opportunity to develop appropriate human resource strategies and organizational policies to support departments and agencies through this period. This may include developing and preparing new leaders for enhanced roles in the public service and ensuring that the work environment is able to attract and retain the talent required.

The newly created Human Resource Secretariat will play a key role in bringing forward best practices in HR management and supporting their implementation across the core public service.

Financial Statements

Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2012. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process, but the Public Service Secretariat is not required to provide a separate audited financial statement.

Office of the Executive Council – Public Service Secretariat
Statement of Expenditure and Related Revenue
For Year Ended 31 March 2012

		Estimates	
	Actual	Amended	Original
	$	$	$
PUBLIC SERVICE SECRETARIAT			
CURRENT			
3.1.01. EXECUTIVE SUPPORT			
01. Salaries	**849,307**	888,800	866,800
02. Employee Benefits	**1,175**	1,200	300
03. Transportation and Communications	**24,372**	25,400	19,300
04. Supplies	**5,248**	6,800	2,500
05. Professional Services	**-**	200	5,000
06. Purchased Services	**4,012**	5,200	5,000
07. Property, Furnishings and Equipment	**4,071**	4,100	-
Total: Executive Support	**888,185**	931,700	898,900
3.1.02. EMPLOYEE RELATIONS			
01. Salaries	**2,016,355**	2,119,500	2,119,500
02. Employee Benefits	**6,715**	6,800	4,000
03. Transportation and Communications	**36,240**	91,200	91,200
04. Supplies	**35,592**	46,000	13,800
05. Professional Services	**155,881**	360,000	415,400
06. Purchased Services	**36,941**	74,100	74,100
07. Property, Furnishings and Equipment	**9,697**	9,800	-
Total: Employee Relations	**2,297,421**	2,707,400	2,718,000
3.1.03. POLICY AND PLANNING			
01. Salaries	**937,259**	976,800	1,102,600
02. Employee Benefits	**785**	1,700	1,700
03. Transportation and Communications	**13,810**	14,900	14,900
04. Supplies	**61,647**	63,500	26,400
05. Professional Services	**-**	400	400
06. Purchased Services	**31,797**	55,800	88,900
07. Property, Furnishings and Equipment	**6,524**	6,600	-
Total: Policy and Planning	**1,051,822**	1,119,700	1,234,900

	Actual	Estimates Amended	Estimates Original
	$	$	$
3.1.04. CENTRE FOR LEARNING AND DEVELOPMENT			
01. Salaries	**944,317**	1,012,200	1,102,300
02. Employee Benefits	**24,312**	24,400	3,500
03. Transportation and Communications	**46,679**	203,400	205,500
04. Supplies	**145,189**	164,700	164,700
05. Professional Services	**-**	25,000	25,000
06. Purchased Services	**558,544**	782,400	814,200
07. Property, Furnishings and Equipment	**15,471**	15,600	2,500
	1,734,512	2,227,700	2,317,700
02. Revenue - Provincial	**(8,200)**	(7,500)	(7,500)
Total: Centre for Learning and Development	**1,726,312**	2,220,200	2,310,200
3.1.05. STRATEGIC INITIATIVES			
01. Salaries	**461,475**	528,900	588,300
02. Employee Benefits	**10,273**	10,300	2,000
03. Transportation and Communications	**13,278**	15,000	15,000
04. Supplies	**57,533**	63,500	40,000
06. Purchased Services	**80,783**	81,800	108,000
07. Property, Furnishings and Equipment	**28,726**	28,800	-
Total: Strategic Initiatives	**652,068**	728,300	753,300
3.1.06. OPENING DOORS			
01. Salaries	**3,846,481**	4,047,100	4,047,100
02. Employee Benefits	**1,548**	2,000	2,000
03. Transportation and Communications	**5,350**	12,500	12,500
04. Supplies	**2,201**	10,000	10,000
05. Professional Services	**-**	6,200	6,200
06. Purchased Services	**1,800**	6,000	6,000
07. Property, Furnishings and Equipment	**1,355**	15,000	15,000
10. Grants and Subsidies	**116,306**	200,000	200,000
	3,975,041	4,298,800	4,298,800
01. Revenue - Federal	**(1,108,800)**	(1,100,000)	(1,100,000)
Total: Opening Doors	**2,866,241**	3,198,800	3,198,800
3.1.07. OFFICE OF FRENCH SERVICES			
01. Salaries	**539,334**	551,400	573,400
02. Employee Benefits	**1,500**	3,000	3,000
03. Transportation and Communications	**24,242**	30,000	30,000
04. Supplies	**19,721**	29,100	18,000
05. Professional Services	**55,935**	65,800	75,800
06. Purchased Services	**23,215**	27,400	27,500
07. Property, Furnishings and Equipment	**24,951**	25,000	4,000
10. Grants and Subsidies	**5,000**	35,000	35,000
	693,898	766,700	766,700
01. Revenue - Federal	**(355,061)**	(390,000)	(390,000)
02. Revenue - Provincial	**(82,529)**	(70,000)	(70,000)
Total: French Language Services	**256,308**	306,700	306,700
TOTAL: PUBLIC SERVICE SECRETARIAT	**9,738,357**	11,212,800	11,420,800
TOTAL: PUBLIC SERVICE SECRETARIAT	**9,738,357**	11,212,800	11,420,800

APPENDICES

Mandate

The mandate of the Public Service Secretariat (PSS) is to focus on employees and their contribution to the delivery of government programs and services. The PSS supports the Treasury Board Committee of Cabinet (the Board) in matters relating to human resource (HR) management. Responsibilities for the Board have been conferred primarily through the *Financial Administration Act*, various pieces of labour legislation such as the *Public Service Collective Bargaining Act*, and the *Executive Council Act and Regulations*.

The *Financial Administration Act* specifically identifies the following HR responsibilities for the Board:

- Determines personnel requirements and provides for the allocation and effective utilization of personnel.
- Provides for the classification of positions.
- Determines the pay to which employees are entitled for services rendered, the hours of work and leave of those persons and related matters.
- Establishes standards of discipline in the public service and prescribes the penalties that may be applied for breaches of discipline.
- Provides for other matters, including terms and conditions of employment, the Board considers necessary for effective personnel management.

Labour legislation, such as the *Public Service Collective Bargaining Act*, gives the President of Treasury Board responsibility for collective bargaining in the public service.

The *Executive Council Act* and *Regulations* provide authority to the Lieutenant-Governor in Council to create departments and Committees of Cabinet and appoint appropriate ministers. The Act also identifies some ministerial powers.

CONTACT US

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For more information on the programs and services of the Human Resource Secretariat, visit the following website:

http://www.exec.gov.nl.ca/exec/hrs/